



2019 Critical Success Factors

*To be a leading community in which to
live, work and thrive.*



Table of Contents

Safety.....	- 6 -
Feelings of Safety	- 7 -
Crime Rates	- 7 -
Public Safety Response Times.....	- 8 -
Quality of Life	- 10 -
Quality of Life	- 12 -
Sense of Community	- 12 -
Community Diversity and Inclusivity.....	- 13 -
Access to Recreational Amenities	- 14 -
Access to a Variety of Housing Options.....	- 15 -
Access to Private Sector Goods and Services.....	- 17 -
Need for Community Support Services	- 17 -
Business Climate.....	- 20 -
New Business Investment.....	- 21 -
Business Outreach	- 22 -
Business Reinvestment	- 22 -
Employment	- 23 -
Diversity of Commercial Development.....	- 24 -
Youth Development and Education.....	- 26 -
Quality of Education.....	- 27 -
City Services.....	- 30 -
City Services Value	- 31 -
Property Tax	- 32 -
Environmental Stewardship	- 36 -
Sustainable Activities Prioritization	- 37 -
Water Quality and Conservation.....	- 37 -
Recycling and Waste Reduction	- 39 -
Energy Conservation and Use of Alternative Energy Sources	- 40 -



August 14, 2020

The Honorable Mayor and
Members of the City Council
City of Woodbury

Subject: 2019 Critical Success Factors Report

Dear Mayor Burt and Council Members:

City staff and I are pleased to present the 2019 Critical Success Factors (CSF) Report. The City Council identified the list of Critical Success Factors many years ago, believing that a community must do well in these areas in order to develop and sustain a desirable living and working environment. These are primarily external measures that give special and continual attention to factors that help cultivate the City's success as a community.

In June 2017, the City Council reviewed current Critical Success Factors to ensure they continued to meet the vision and goals for our growing community. Several updates were made to the CSFs including how they will be measured for success. The following six CSFs are included in this report.



Safety



Quality of Life



Business Climate



**Youth Development and
Education**








City Services



**Environmental
Stewardship**

In many cases these factors go beyond areas that are the exclusive, or even primary, responsibility of a City organization. At the beginning of each section is a statement that explains the role the City intends to play in regard to that factor. Key performance indicators have also been established for each CSF. These key performance indicators are used to identify trends in Woodbury's continued success and identify any negative trends that require further community discussion.

Trends are identified as follows for each key performance indicator:

- Positive Upward Trend 
- Positive Downward Trend 
- Negative Upward Trend 
- Negative Downward Trend 
- Steady Trend, Limited Change 

This report is intended to be used in conjunction with the 2019 Performance Measures Report to provide the City Council and the residents of Woodbury with a transparent and in-depth analysis of the City and community. The Critical Success Factors Report is macro-focused and it provides mainly high-level outcome external measures. The companion Performance Measure Report provides an array of information ranging from the micro-level details to many of the same outcome measures that are included in this report. Where possible, comparative data is used to provide context to how well Woodbury is doing.

Primary takeaways from this report include the following:

1. Overall, the number of key performance indicators showing positive or steady trends greatly exceed the number of indicators showing negative trends. For the limited number of negative trends reported, the majority have been previously identified and are not a surprise to staff or elected officials.
2. The growth and diversification of the business climate in Woodbury continues to be a major area of strength. Positive key performance indicators were found demonstrating continued employment and business growth in Woodbury.
3. The 2019 Community Survey has been of notable importance for drawing further conclusions on many trends. Survey methodology changed with the 2015 Community Survey and several key performance indicators showed declines with this change. The 2019 survey further validated trends and helped to establish a new baseline to evaluate indicators.
4. The Youth Development and Education Critical Success Factor continues to require refinement and development. Identifying key performance indicators for this area is

challenging, but more importantly identifying how the City can further play a role to build partnerships in this area will require Council direction.

I would like to thank the many City staff members that support and gave input to the annual Critical Success Factors Report. I hope the City Council and the citizens of Woodbury find this report useful in evaluating Woodbury's success as a community and I would appreciate any feedback the Council has on ways to improve the information and its presentation.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Angela Gorall', written in a cursive style.

Angela Gorall
Assistant City Administrator

*“There is no power for change greater than a community
discovering what it cares about.”*

Margaret J. Wheatley







This page intentionally left blank.

Safety

Woodbury is a welcoming community where all people feel safe. The City provides professional, effective and compassionate protective services to ensure Public Safety builds a sense of community and supports a high quality of life.



Key Performance Indicators

Feelings of Safety	
Percentage of residents who feel safe walking in their neighborhoods during the day	+ 
Percentage of residents who feel safe in City parks and recreational facilities	+ 
Crime Rates	
Community Crime Rates, Woodbury Part I and Part II crime rates per 1,000 residents by year*	+ 
Public Safety Response Times	
Public Safety Response Times, Five fire personnel respond on the scene in less than nine minutes (Goal: 90%)	- 
Public Safety Response Times, Sustain major fire response – six additional personnel on the scene in less than 13 minutes (Goal: 90%)	- 
Paramedic/Ambulance Response Times, Percentage of time on-scene in less than 9 minutes	+/- 

*Figures affected by changes to national crime reporting standards starting in mid-2018.

Feelings of Safety

Woodbury residents have rated their feelings of safety within neighborhoods when walking during the day and in City parks and facilities with high levels, consistently with over 90% feeling very or somewhat safe since 2005.

Neighborhood safety ratings have increased slightly for 2019 to 98%, from 95% in 2017. Parks and facilities safety ratings have been increasing steadily since their low in 2015 of 90% to 95% for 2019.



Crime Rates

Part I crimes include homicide, rape, robbery, aggravated assault, burglary, theft, auto theft, human trafficking and arson. Part II crimes include all other criminal offenses.

Year	Pop.	Part I Crimes per 1,000	Part II Crimes per 1,000	Total Crimes per 1,000
2010	61,961	23.2	37.9	61.1
2011	63,115	21.5	32.9	54.4
2012	63,621	24.0	31.0	55.0
2013	64,350	22.2	29.3	51.5
2014	66,119	19.7	29.0	48.7
2015	68,001	19.3	32.6	51.9
2016	69,032	20.4	34.4	54.8
2017	69,245	21.3	37.0	58.3
2018	70,559	19.2	25.8	45.0
2019	72,161	22.2	20.6	42.8

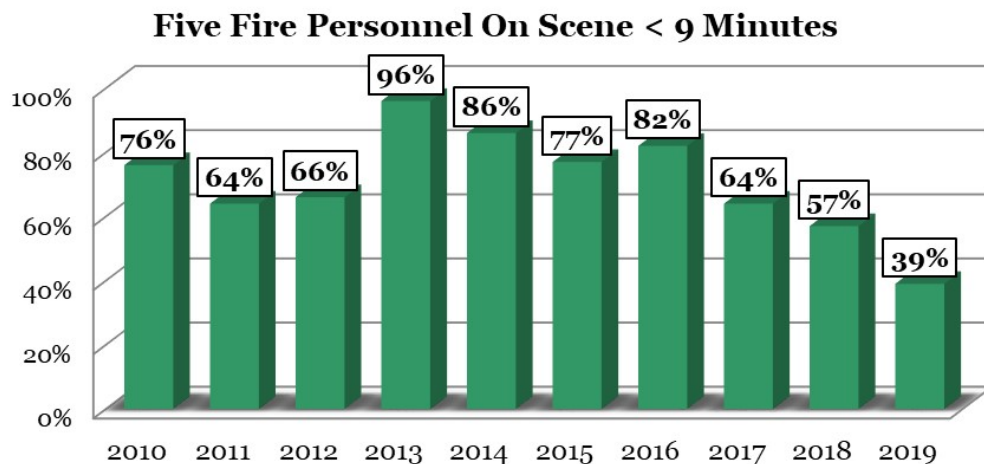
Total crime rates had been increasing since 2014, however the 2018 total rate per 1,000 saw a notable decline which continued into 2019.

However, this most recent data may not be comparable to past years. Crime reporting was adjusted per national standards in mid-2018 and therefore affected figures for both 2018 and 2019.

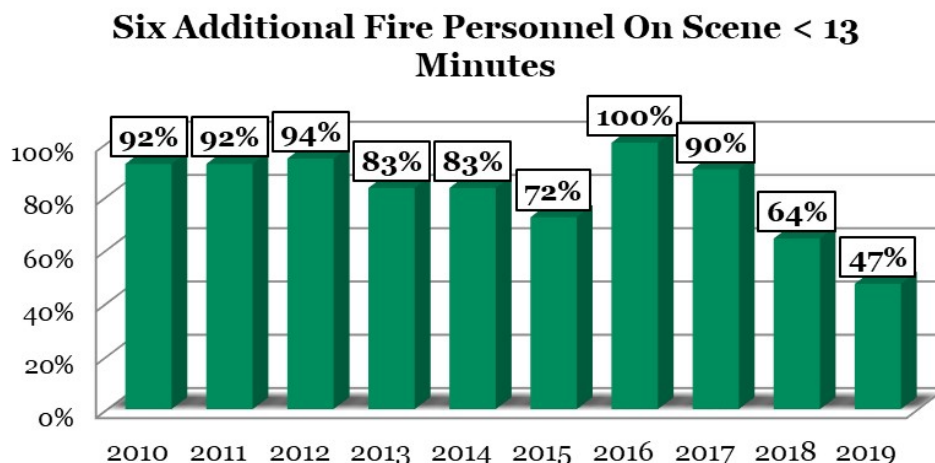
Public Safety Response Times

The City's timeliness in its response to public safety incidents is used as not only a measure of the City's performance, but also how the citizen being served would likely partially value the quality of that service. For each of the measures below regarding fire services response, the City has established a goal of 90% for the time period and number of personnel as shown.

Note that the City is currently completing a public safety staffing study which includes extensive response time evaluations. Performance goals for response times may be adjusted in the future based on the outcomes of that study.

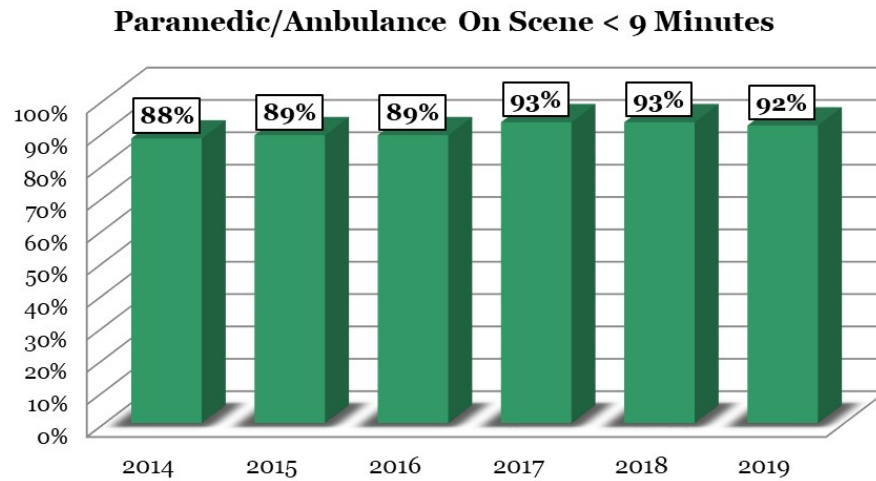


The goal of having five fire personnel on scene in less than nine minutes 90% of the time has not been achieved since 2013, with 2019 seeing a further decline from the previous year. Note however that there are a relatively small number of fire response incidents in a given year, 18 total were reported for 2019 and 28 total in 2018.



The additional measure of having six additional personnel on scene in less than 13 minutes 90% of the time was not achieved for 2018 or 2019 after two years of meeting the goal. Again, for these sustained fire incidents there are relatively a small number, 15 total reported in 2019 and 11 reported in 2018.

The next response time measure is regarding paramedic/ambulance response in less than 9 minutes to incidents. For this measure, the City has established a goal of 90%. This is a newly updated measure for this report, thus only six years of data is available. For the period shown, the City has met its 90% goal for the last three years.



Quality of Life

Woodbury maintains a high quality living environment characterized by attractive neighborhoods that offer a variety of housing options for people in all stages of life and that are linked through the City's park and trail system.

The City provides open spaces that allow active and passive uses by the public. Residents have convenient access to essential private sector goods and services such as health care, as well as to high quality year-round leisure and recreational services.

The City directly implements those aspects of the physical and service environment for which it is responsible and promotes the provision of desired services by private and other governmental agencies in areas outside its own responsibility.



Key Performance Indicators

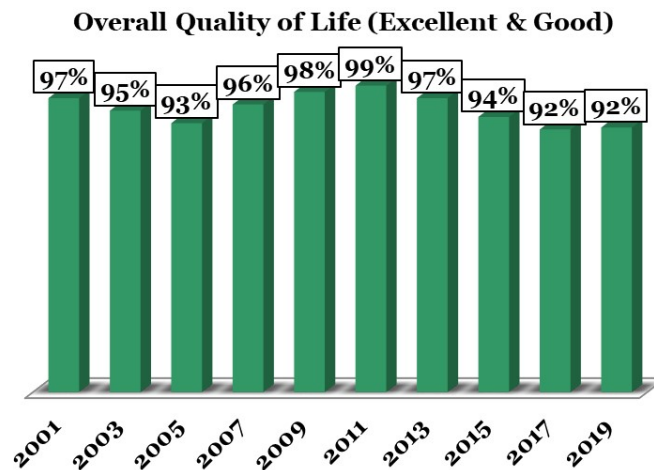
Quality of Life	
Percentage of residents rating the quality of life as “excellent” or “good”	+/- ➡
Sense of Community	
Percentage of residents rating the general sense of community as “excellent” or “good”	+/- ➡
Percentage of residents rating they have strong ties to the neighborhood and the City of Woodbury	+/- ➡
Community Diversity and Inclusivity	
Percentage of residents who rate Woodbury’s openness and acceptance of the community toward people of diverse backgrounds as “excellent” or “good”	+/- ➡
Percentage of residents rating community diversity and inclusion (6 total sub-questions) as “excellent” or “good”	NA ¹
Access to Recreational Amenities	
Miles of trails maintained by the City	+ ➡
Number of acres in the park and open space system	+ ➡
Miles of trails per 1,000 households	- ➡
Percentage of residents within a ten minute walk of a park	NA ¹
Access to a Variety of Housing Options	
Percentage of housing stock meeting definitions of affordability (rental and owner-occupied)	+ ➡
Variety of housing types built (single family, attached and apartment)	+ ➡

Change in median value of residential properties (compared to Washington County)	+/- ➡
Access to Private Sector Goods and Services	
Companies located in the City by business sector	+ ↻
Need for Community Support Services	
Percentage of households receiving Supplemental Nutrition Assistance program benefits (more commonly referred to as “Food Stamps”) in the past 12 months	+/- ➡
Percentage of 65+ who live alone	NA ¹

¹ NA: Not Applicable. Indicators for which their figure, changes or trends have not been established as either positive or negative.

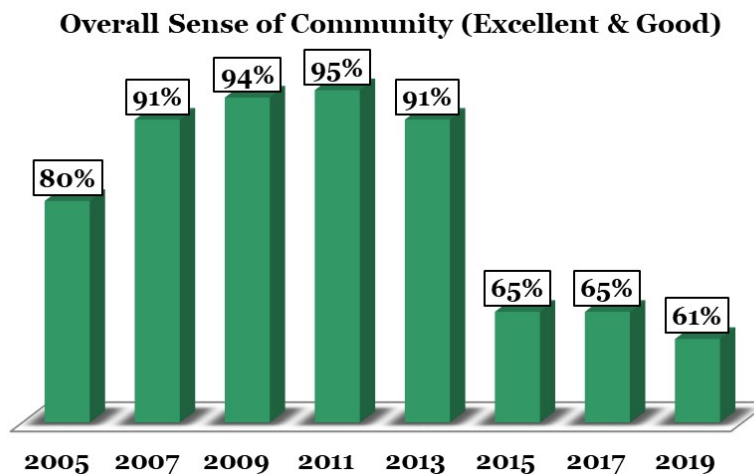
Quality of Life

Residents of Woodbury have continually rated the quality of life in the community with high marks. Although the ratings have declined slightly since 2011, the rate of decline is minimal and the overall rating is still very high. Survey results for 2019 remained consistent to the resident survey results in 2017.

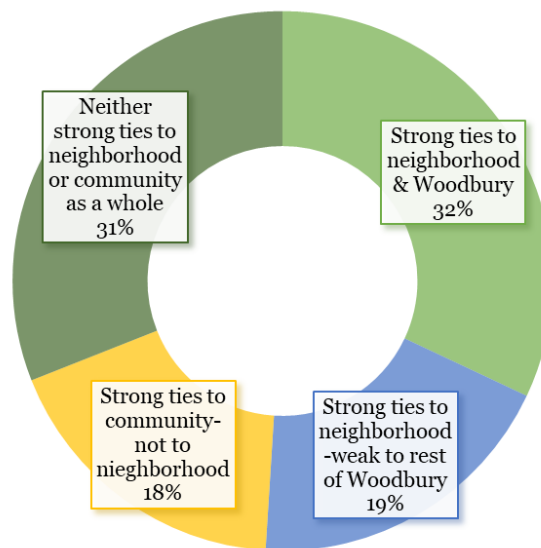


Sense of Community

Residents of Woodbury have rated the overall sense of community fairly consistently for the past three surveys, with 61% providing a rating of excellent or good in the most recent survey. The City experienced a notable decline in this rating area with the 2015 Community Survey which has been attributed to a change implemented with the survey collection process.



In 2019, community survey respondents were also asked about their ties to their neighborhood and the community. An almost equal percentage of respondents indicated they had no strong ties to the same percentage that indicated they had strong ties to both their neighborhood and Woodbury. Overall, the relatively lower percentage (32%) feeling they had strong ties to both their neighborhood and Woodbury would indicate there is room for improvement.



Community Diversity and Inclusivity

Since the 2015 Woodbury Community Survey, residents have been asked to rate Woodbury's openness and acceptance of the community toward people of diverse backgrounds. For the 2015, 2017 and the most recent 2019 survey, 65%-66% of respondents rated the community as excellent or good in this area.

A new community survey question (six total sub-questions) was added in 2019 specifically regarding community diversity and inclusivity. Residents rated the six sub-questions with excellent or good ratings from a high of 82% to a low of 54%. The lowest rating (54%) was on helping new residents feel connected and integrated.



Community Diversity and Inclusivity



excellent or good

Access to Recreational Amenities

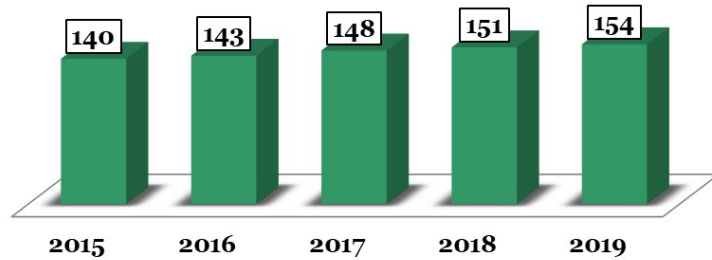
The availability of trails, parks, and open space are key indicators of general access to recreational amenities in Woodbury.

The City's total miles of trails (not including private or unmaintained trails) has increased to 154 in 2019 and has been increasing overall since 2015.

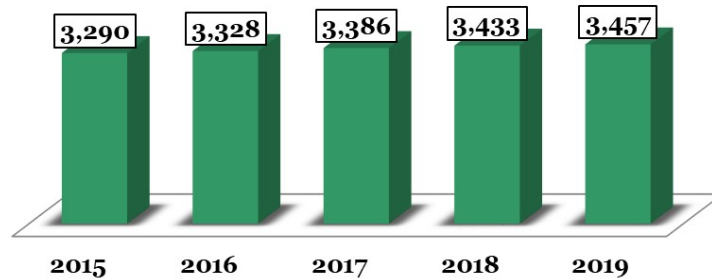
Similarly, the total acres in the City's park system has also been continuing to increase reaching 3,457 total acres in 2019.

In terms of trails per 1,000 households, the City had maintained a generally consistent proportion of 5.5 to 5.6 miles over a three year period. Miles per thousand households then declined slightly to 5.0 in 2018 and 2019. While total mileage of trails has continued to increase, that growth had been in proportion with the household growth being experienced in the City until 2018 when a decline occurred.

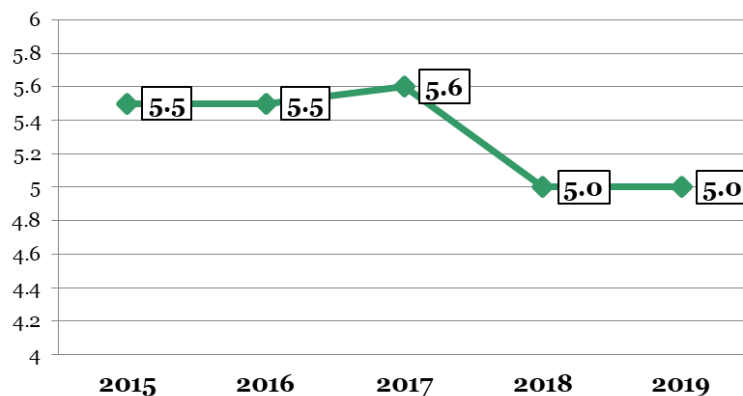
Miles of City Trails



Acres in the Park System

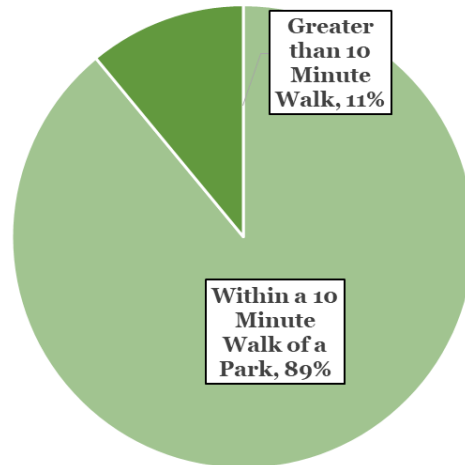


Miles of Trails per 1,000 Households



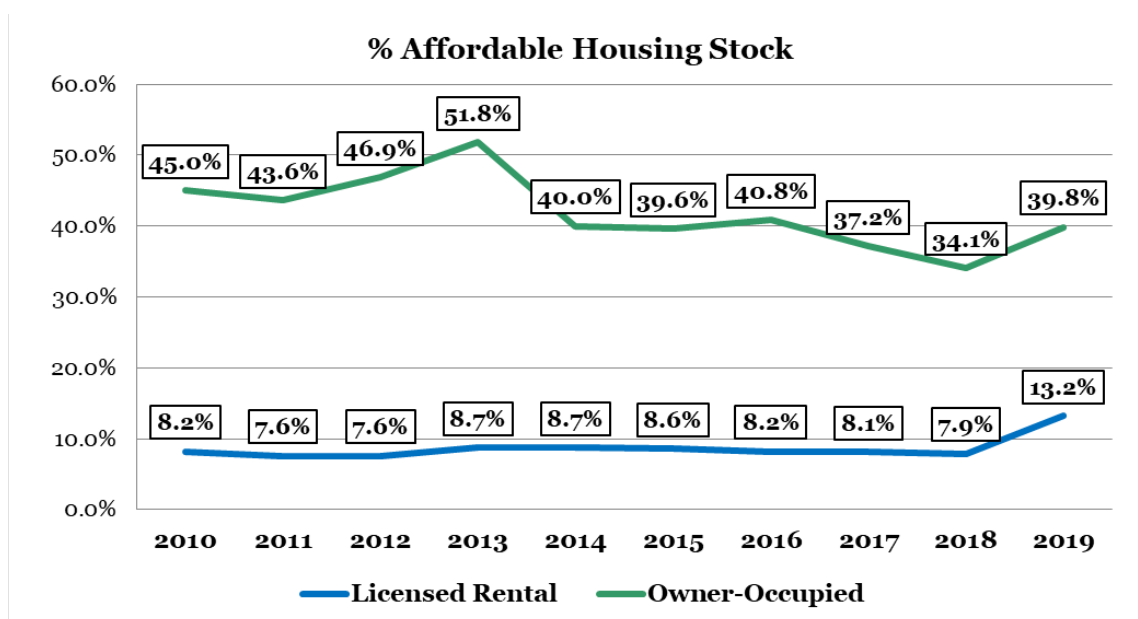
A newer measure, first reviewed in 2017, is the percentage of residents within a ten minute walk of a park. The figure is provided by The Trust for Public Land which is leading a national campaign to ensure that every person has access to a quality park. The City will continue to monitor the use of this data source as an accurate tool for this Quality of Life measure.

For Woodbury, the Trust for Public Land reported that 89% of residents had a 10 minute walk or less to a park in the City; which was a 1% decrease from the previous year. For comparison purposes, the following was reported by the Trust for other similarly sized cities in the area: Burnsville 90%, Brooklyn Park 88%, Coon Rapids 88%, Eden Prairie 82%, Blaine 80%, Eagan 80%, Plymouth 79%, Lakeville 78% and Maple Grove 67%. The national average was reported as 54%.

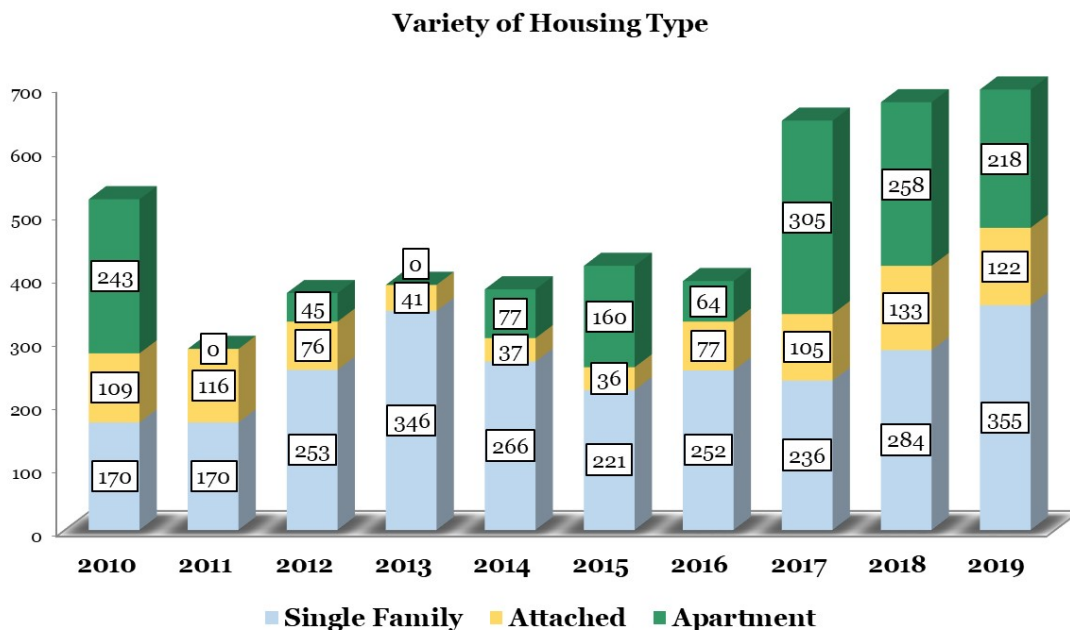


Access to a Variety of Housing Options

The affordability of the housing stock in Woodbury saw a moderate increase for 2019 with 39.8% of owner-occupied housing units being considered affordable, while 13.2% of licensed rental units were affordable. Affordability of licensed rental units has changed only slightly over the entire 10-year period shown, except for the notable increase in 2019. Affordability of owner-occupied units has seen greater fluctuations over the 10-year period, generally consistent with the national housing market. Note that this measure follows generally accepted federal and regional guidelines on housing affordability, which are based on housing value and do not take into account all the aspects that make housing “affordable”.



The City has long supported a variety of housing types to accommodate people of all ages, income levels and family status. Since 2017, development of apartment and attached units has remained high while the number of single family homes at 355 in 2019 was the highest reported for the 10-year period.



The median value of residential property is an additional measurement of the City's access to housing options for those that choose to reside in the community. Values as shown are for improved parcels combining single family homes and townhomes/condos with an improvement value greater than \$25,000 as reported by Washington County.

Median Value of Residential Properties

	2014	2015	2016	2017	2018	2019
Woodbury Median Residential Value	\$ 277,100	\$277,800	\$296,700	\$312,600	\$327,400	\$ 341,200
% Change from Previous Year	2.6%	0.3%	7.1%	5.4%	4.7%	4.2%
Washington County Median Residential Value	\$238,500	\$246,100	\$258,200	\$277,100	\$296,700	\$306,600
% Change from Previous Year	2.2%	3.2%	8.3%	7.3%	7.1%	3.3%

For 2019, the City saw an increase of 4.2% in the median value of residential properties compared to 3.3% for the County as a whole. Consistent with the County, the percentage of increase from year to year has been declining since 2016, but remains strong overall.

Access to Private Sector Goods and Services

The total number of businesses located in the City of Woodbury has continued to grow; increasing by approximately 12% for the five-year period shown. In terms of actual businesses, education and health services have increased the most for the period (54), followed by trade, transportation and utilities (39). In terms of percentage, the City has seen the greatest increase in its education and health services sector with an increase of 18.6% for the five year period.

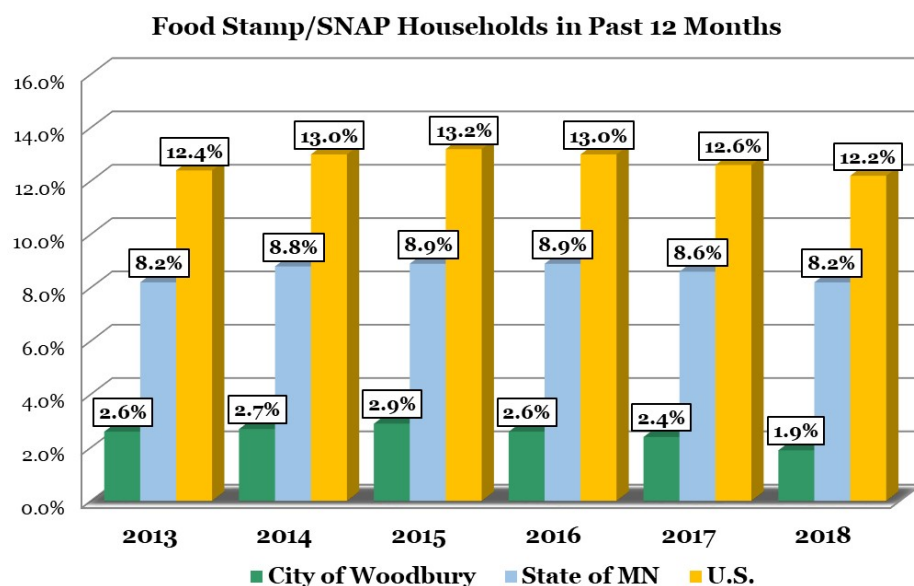
Businesses by Industry

Industry	2nd Quarter '15	2nd Quarter '16	2nd Quarter '17	2nd Quarter '18	2nd Quarter '19	Number Change, 2015-2019	Percent Change, 2015-2019
Education & Health Services	236	240	245	273	290	54	18.6%
Trade, Transportation & Utilities	278	282	293	308	317	39	12.3%
Leisure & Hospitality	129	143	155	158	157	28	17.8%
Professional & Business Services	274	271	268	286	307	33	10.7%
Financial Activities	156	161	181	181	184	28	15.2%
Manufacturing	29	27	29	28	27	-2	-7.4%
Other	274	252	263	283	279	5	1.8%
Total, All Industries	1,376	1,376	1,434	1,517	1,561	185	11.9%

Need for Community Support Services

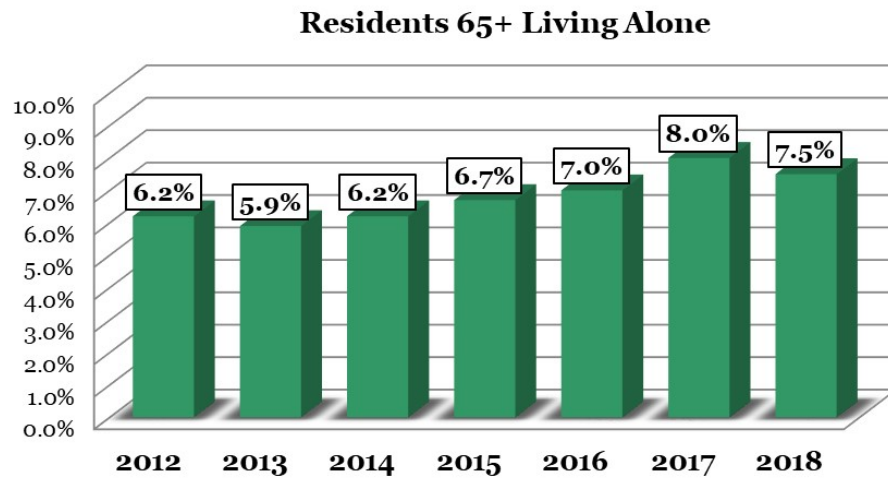
The American Community Survey is the data source for the next community measure, unfortunately it is estimated that 2019 survey information will not be available until mid to late 2020.

The percentage of households receiving Supplemental Nutrition Assistance Program (SNAP) benefits (more commonly referred to as “Food Stamps”) has remained fairly steady for the period shown and is consistently less than the percentage reported in the U.S. and State.



The percentage of residents that are age 65 and over that live alone is not considered an indicator with necessarily a positive or negative trend assessment. The figure does however provide an indication on the changing demographics of the community and how services, programs, housing, etc. may need to adjust to meet this populations needs.

As would be expected for the period shown, the number of residents that are age 65+ and living alone has been on an increasing trend. With the significant growing population in this demographic nationally; the percentage living alone would also generally be expected to be increasing.



This page intentionally left blank.

Business Climate



Recognizing that economic vitality is the foundation of community progress and livability, the City of Woodbury will continue to capitalize on its unique strengths and distinct character: a strategic location, strong demographics, and abundant opportunities for economic growth.

Through its strategic planning efforts, the City will continually seek to strengthen business relationships and promote continued business investment and job growth.

Woodbury's business friendly environment, responsive service and development standards that demand high quality, contribute to our strong business climate, help make Woodbury a premier location for business, and position the city for sustained success.

Key Performance Indicators

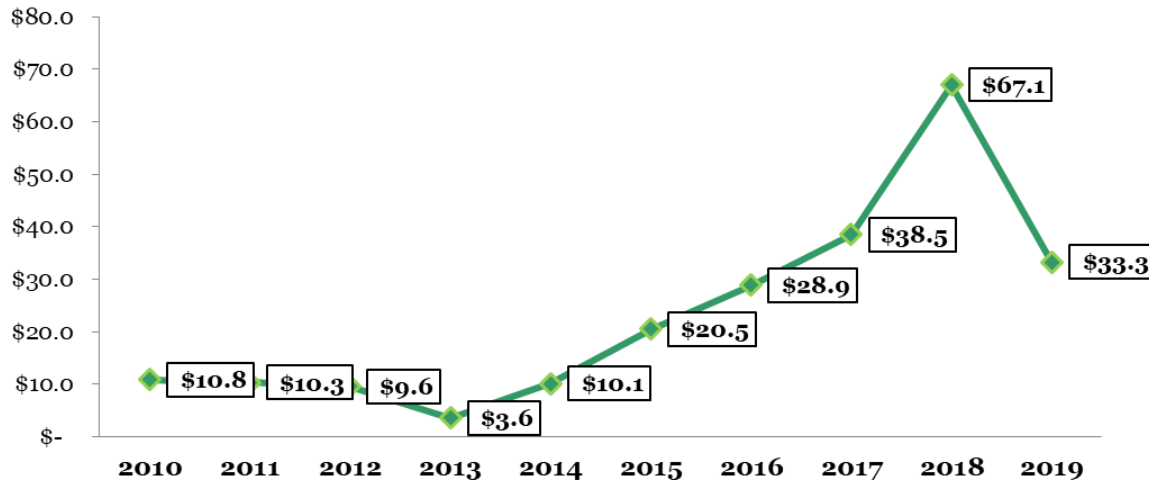
New Business Investment	
Value of new commercial/industrial tax base (millions)	+/- ➡
Square feet of new commercial/industrial property added	- ➡
Business Outreach	
Number of business outreach meetings in a year	+ ➡
Business Reinvestment	
Commercial reinvestment value	+ ➡
Employment	
Jobs in Woodbury during 2nd quarter of a year	+ ➡
Jobs by industry sector	+ ➡
Unemployment rates	+/- ➡
Diversity of Commercial Development	
Retail vs. non-retail (square footage)	NA ¹

¹ NA: Not Applicable. Indicators for which their changes or trends have not been established as either positive or negative.

New Business Investment

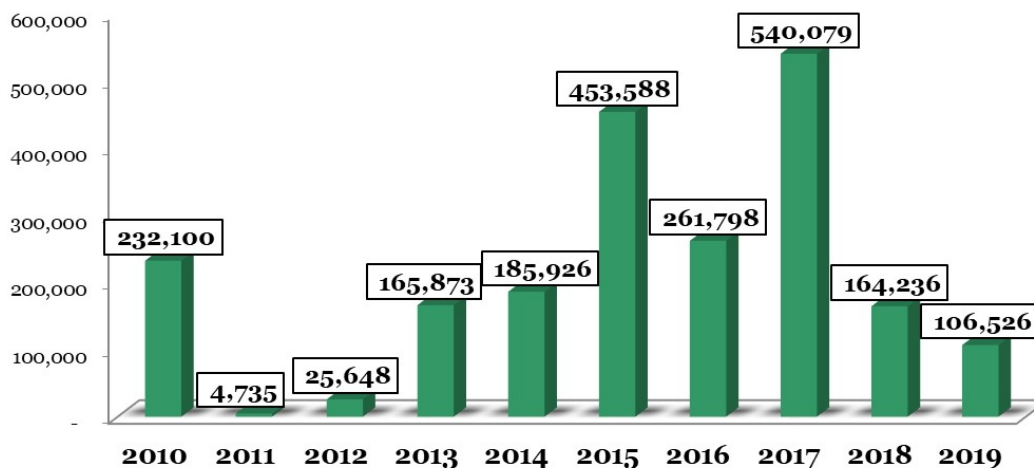
The first indicator on assessing business climate is new business investment (commercial and industrial) in the City of Woodbury. According to Washington County's 2019 Assessment Report, Woodbury added \$33.3 million of new construction commercial/industrial properties in assessment year 2019, the third highest figure for the 10 year period.

Value of new commercial/industrial tax base (millions)



The second factor used in assessing new business investment is the square footage of new commercial and industrial property added within the City. In 2019, Woodbury added to the existing base of 11 million square feet of commercial space with approximately 106,500 sq. ft. of new commercial/industrial buildings. For the 10 year period, this was the third lowest amount reported. However, these figures need to be considered with the previous measure as the actual value added may be a better indicator of overall business investment in the City than strictly square feet.

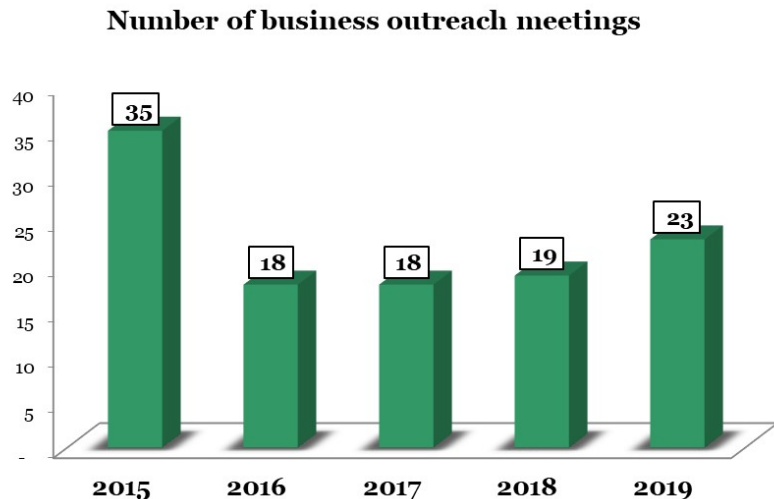
Square feet of new commercial/industrial added



For further details on community and economic development results for 2019, readers should refer to the Community Development Annual Report available on the City's website.

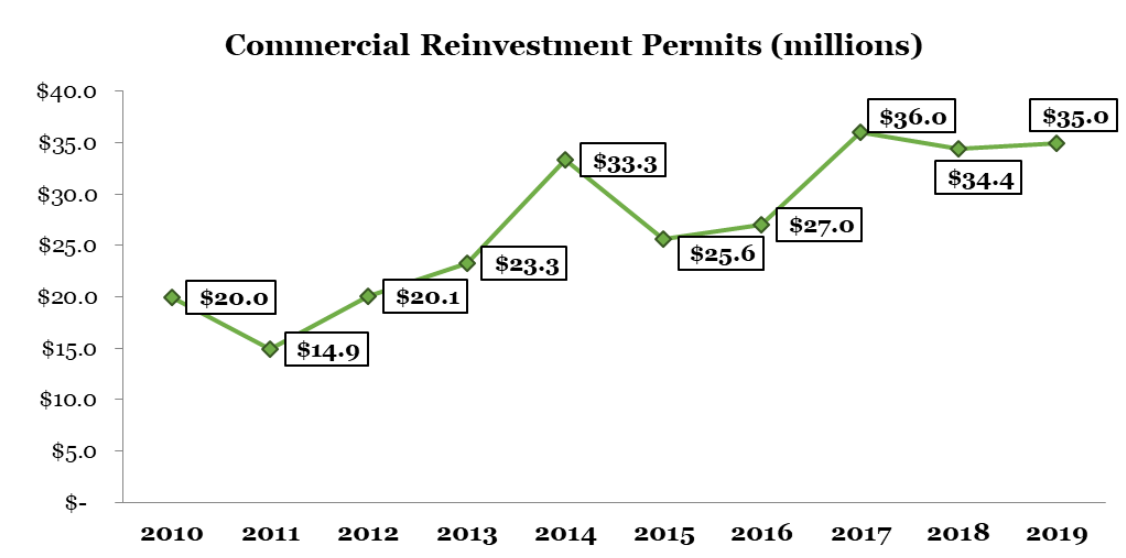
Business Outreach

In 2019, a total of 23 business outreach meetings conducted with the Mayor were completed, fairly consistent with the previous three years. Note that the City conducts a number of other business outreach activities and events throughout the year in addition to business outreach meeting with the Mayor.



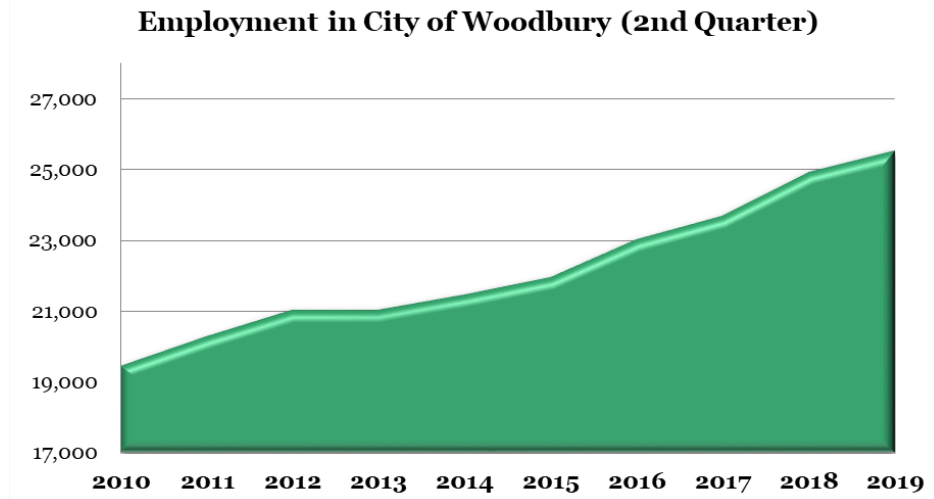
Business Reinvestment

In addition to new business investment, it is important to monitor investments made by existing businesses which add to the overall quality of the business climate and the tax base of the community. Reinvestment type permits may include items such as roofing, remodeling, façade improvements, etc. A total of 121 such permits were issued in 2019, up from 109 in 2018. For 2019, the total permit value of investments made was \$35 million, very similar to the past two years. The overall value of reinvestment has been trending upward over the past decade.



Employment

Overall employment in Woodbury (as reported the 2nd quarter of the year) has continued to increase since a low in 2010 for the 10 year period shown. For 2019, the total number of jobs reported in the 2nd quarter was 25,531 which was a 2.3% increase from the previous year and a 31.3% increase from 2010.



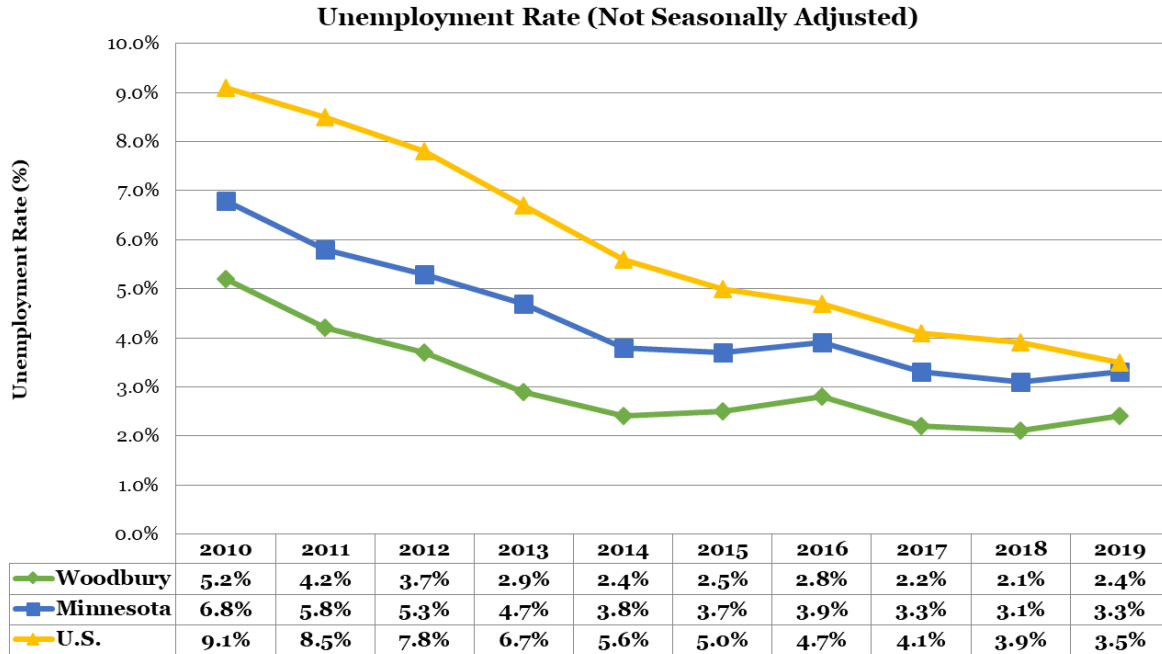
Jobs by Industry

Industry	2nd Quarter '15	2nd Quarter '16	2nd Quarter '17	2nd Quarter '18	2nd Quarter '19	Number Change, 2015-2019	Percent Change, 2015-2019
Education & Health Services	6,336	6,657	6,290	6,752	6,895	559	8.8%
Trade, Transportation & Utilities	5,491	5,775	6,154	6,432	6,704	1,213	22.1%
Leisure & Hospitality	3,261	3,623	3,666	3,828	3,775	514	15.8%
Professional & Business Services	2,128	2,453	2,370	2,344	2,398	270	12.7%
Financial Activities	1,663	1,584	1,695	1,661	1,719	56	3.4%
Manufacturing	1,052	747	793	1,024	1,006	-46	-4.4%
Other	2,042	2,194	2,731	2,906	3,034	992	48.6%
Total, All Industries	21,973	23,033	23,699	24,947	25,531	3,558	16.2%

The education and health services industry had the greatest total number of jobs in Woodbury in 2019 with 6,895 followed closely by the trade, transportation and utilities industries with 6,704. In terms of job growth by specific industry, Woodbury has seen the greatest increase for the five-year period in trade, transportation and utilities with an additional 1,213 jobs since 2015. In terms of total percentage growth for the period, the “other” category has seen growth of over 45%.

Unemployment

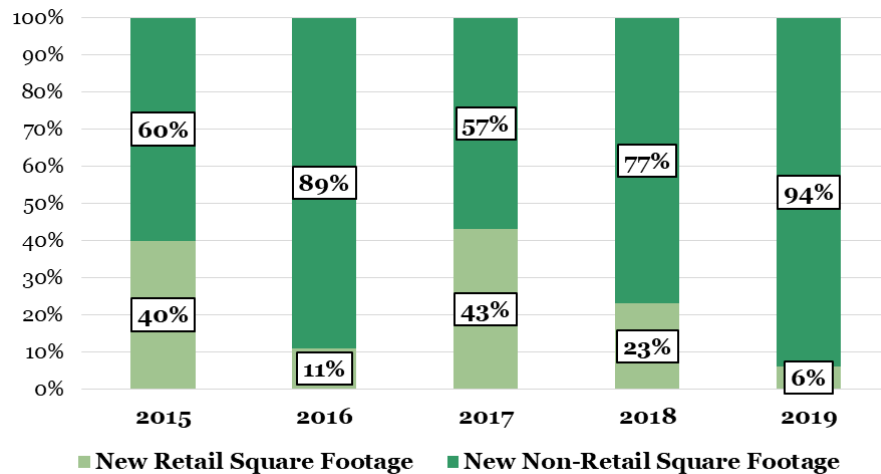
A final key measure of employment is the unemployment rate for Woodbury, Minnesota, and the United States for comparative purposes (as measured in December of the respective year). Woodbury has consistently had a lower unemployment rate than the State and the U.S. for the entire 10-year period shown.



Diversity of Commercial Development

In 2019, Woodbury added to the existing base of 11 million square feet of commercial space with approximately 106,500 square feet of new commercial buildings.

For new commercial development in Woodbury in 2019, the majority (94%) was non-retail and the remainder was retail (6%). The majority of new commercial has been non-retail since 2015.



This page intentionally left blank.

Youth Development and Education



The City will seek to build partnerships with other agencies and community groups to offer programs and resources that address the needs of residents under the age of 18 to ensure that all young people thrive in our community.

Key Performance Indicators

Quality of Education	
Percentage of residents rating the quality of education provided by their school district as “excellent” or “good”	+/- →
School District graduation rates	+ ↻
Percentage of high school graduates (by District) enrolling in college (fall)	- ↻
Number of students attending public schools located in Woodbury receiving free and reduced lunch	+ ↻

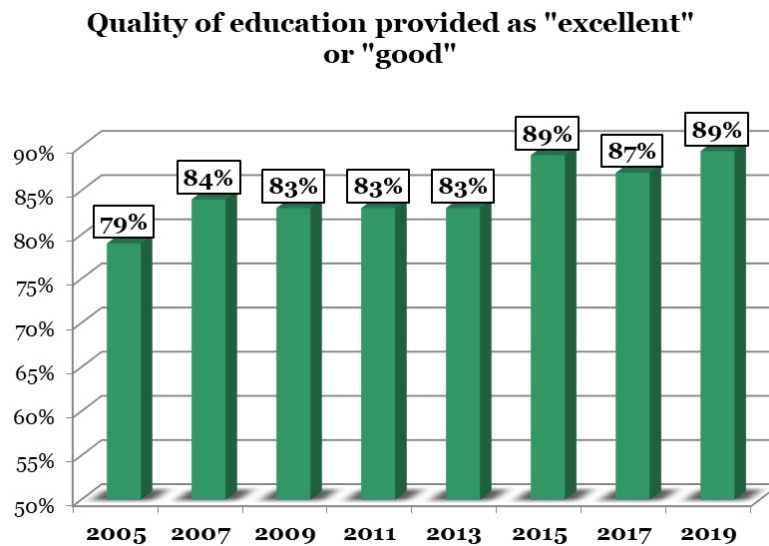
Spotlight – Washington County Community Health Assessment

The 2019 Washington County Community Health Assessment (available online) examines indicators of health status and outcomes as well as the conditions and causes affecting these outcomes. The assessment represents a snapshot in time of the health of people and environments in the County. It includes analysis of health and environmental data; describes County engagement with local partner organizations and residents; and identifies the top health priorities for community action.

The Youth Development and Education Critical Success Factors for this report were significantly refined in the 2017 report and will continue to be evaluated for the most applicable measures in future years. While there are numerous sources of statistics regarding youth, children, health, and education; many of these measures are at the State or County level and not down to the City level. Many educational measures are at the School District level or by individual schools. The City of Woodbury is served by three School Districts and each District may have individual schools that are located both in and out of the City of Woodbury. The South Washington County School District covers a majority of the City, but the northeast corner of Woodbury is served by the Stillwater Area School District and the northwest corner of the City is served by the North St. Paul-Maplewood Oakdale School District.

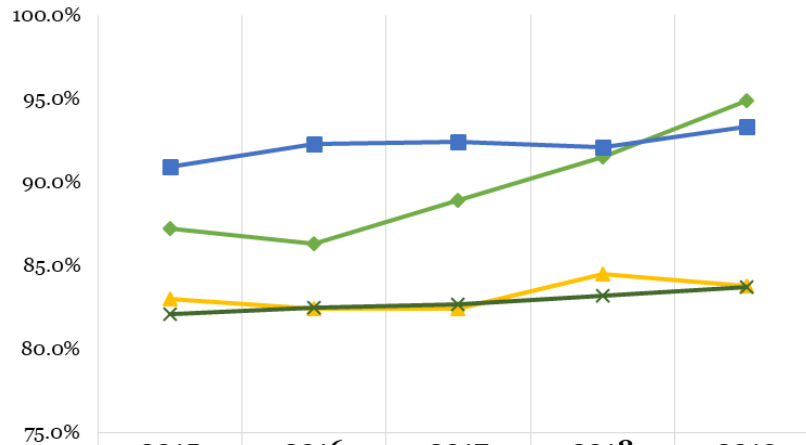
Quality of Education

Respondents to the 2019 Community Survey rated the quality of education provided by the school district in which they live very favorably, with 89% providing a rating of excellent or good. Ratings have remained consistently high for the last three community surveys. Note that the survey collection process changed in 2015 and may be a factor in the change in percentages.



Shown next are the graduation rates for the past five years for each District as a whole as well as the State of Minnesota overall. The statewide goal for 2020 is that 90% of students graduate within four years with no student group below 85%. Both the Stillwater Area and the South Washington County School Districts have attained overall higher graduation rates than North St. Paul-Maplewood Oakdale. Generally, overall rates have improved or at least remained consistent since 2015.

District Graduation Rates



	2015	2016	2017	2018	2019
Stillwater Area	87.2%	86.3%	88.9%	91.5%	94.9%
South Washington County	90.9%	92.3%	92.4%	92.1%	93.3%
North St. Paul-Maplewood Oakdale	83.0%	82.4%	82.4%	84.5%	83.8%
State of Minnesota	82.1%	82.5%	82.7%	83.2%	83.7%

The next chart shows the percent of high school graduates (by School District) enrolling in college the fall after high school graduation. Information is provided from the Minnesota Statewide Longitudinal Education Data System (SLEDs) matching student data from pre-kindergarten through completion of postsecondary education and into the workforce. Data for 2019 is not yet available.

Percent of High School Graduates Enrolling in College

Graduation Year	2014			2015			2016			2017			2018		
District	In MN	Out MN	Total	In MN	Out MN	Total	In MN	Out MN	Total	In MN	Out MN	Total	In MN	Out MN	Total
Stillwater Area	45%	30%	75%	41%	33%	74%	40%	33%	73%	44%	36%	80%	45%	28%	73%
S Washington County	50%	27%	77%	46%	31%	77%	48%	27%	75%	48%	28%	76%	47%	27%	74%
N St. Paul-Maplewood Oakdale	57%	13%	70%	56%	17%	73%	58%	17%	75%	54%	20%	74%	53%	15%	68%
State of Minnesota	50%	19%	69%	50%	20%	70%	49%	20%	69%	49%	20%	69%	47%	19%	66%

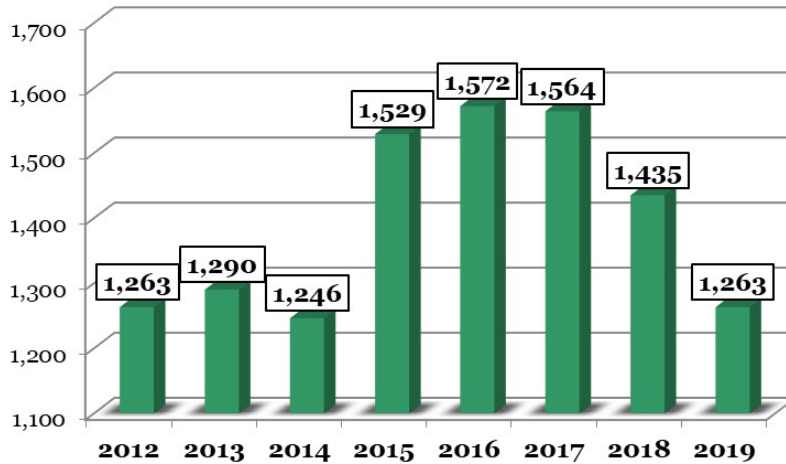
When compared to statewide information, all three school districts serving Woodbury exceed the statewide figures for the last four years for the total percentage of students enrolling in college. It is notable, however, that all three districts and the State of Minnesota did experience a decline when comparing 2017 to 2018.

Figures provided by the National Center for Education Statistics detail the number of students receiving free and reduced lunches. A figure is not available specifically just for residents of Woodbury, therefore the figures provided indicate the number of students that attend a public school in Woodbury receiving a free and reduced lunch. There may be students within the figures provided that do not reside in Woodbury, but as a student attending a school in Woodbury that issue makes addressing this need no less important.

Spotlight – No Kid Hungry: South Washington County

At the nokidhungry833.org website, free meal programs and community partner resources are available for addressing food insecurity and shortages. A comprehensive list of resources is available.

Students Receiving Free/Reduced Lunch



Students receiving free and reduced lunch has been declining since 2017, with 1,263 reported for 2019. For the period shown, higher figures were reported for 2015-2017 and this latest 2019 figure is similar to reporting back in 2012-2014.

City Services

Continuing our tradition of providing excellent customer service, the City is committed to exceeding expectations through professionalism, responsiveness and leadership. Customer service comes in many forms, and the City will seek to be innovative and reflective of the service levels desired by residents and other stakeholders provided at an excellent value.



Key Performance Indicators

City Services Value	
Percentage of residents who rate the job of the Mayor and City Council as “somewhat approve” or “strongly approve”	+/- ➡
Percentage of residents who rate the job performance of City staff as “excellent” or “good”	+/- ➡
Percentage of residents who rate impression of City of Woodbury employee in most recent contact as “excellent” or “good” in the areas of knowledgeable, responsive, courteous, and overall impression	- ↻
Percentage of residents who rate the general value of City services as “excellent” or “good”	+/- ➡
Property Tax	
Average City property tax rate compared to the metropolitan average	NA ¹
Property tax rate comparisons to metropolitan cities	NA ¹
Office of State Auditor’s Minnesota City Finances Report, key comparative spending data	NA ¹

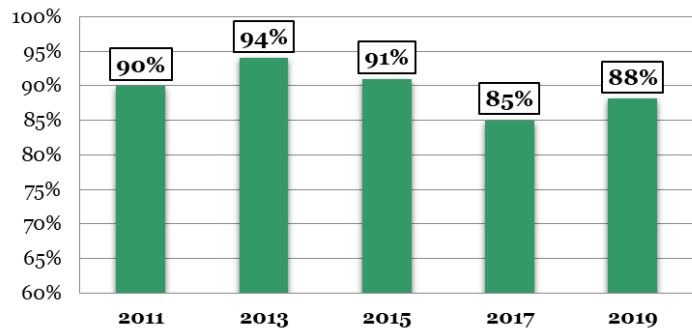
¹ NA: Not Applicable. Indicators for which their changes or trends have not been established as either positive or negative or trend data over time is not available.

City Services Value

Utilizing the results from the bi-annual community survey are key indicators on evaluating City services value as perceived by survey respondents. While the City receives feedback on its performance in a variety of ways throughout a given year, the community survey process has been a vital tool in measuring performance over time in a consistent manner.

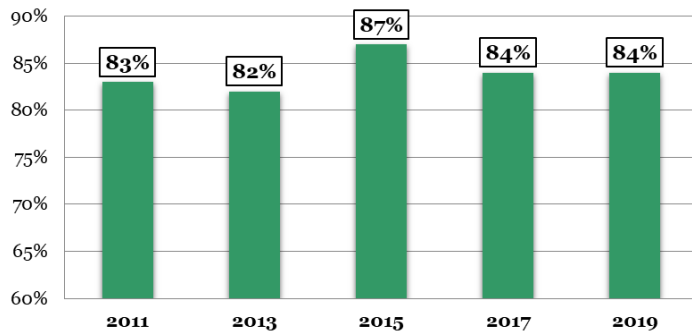
Survey respondents were asked about the performance of the Mayor and the City Council. In 2019, 88% of respondents provided a favorable rating of “strongly approve” or “somewhat approve”. After considerations of survey margin of error, this measurement has remained overall very consistent over the five survey iterations. Compared to national and state elected official ratings, this rating history is outstanding.

Respondents who Strongly or Somewhat Approve of Mayor & Council



City staff is also evaluated as part of the community survey process. Survey respondents in 2019 have continued to provide positive marks to City staff with 84% giving a rating of excellent or good.

Respondents who Rate City Staff Performance Excellent or Good

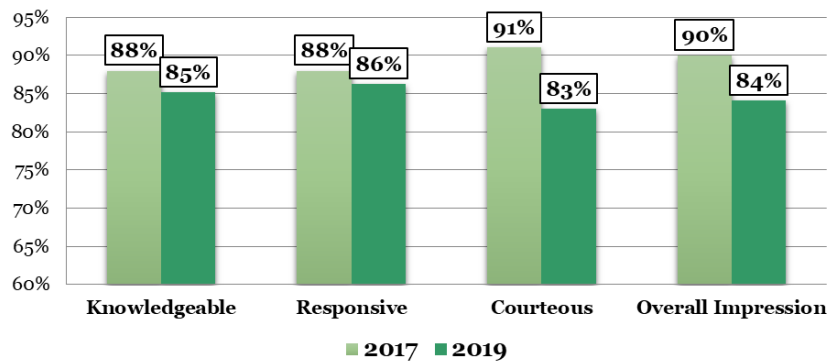


The 2017 Community Survey was the first time the City asked a specific question to respondents regarding their impression of a City employee they had in a most recent contact on four different attributes.

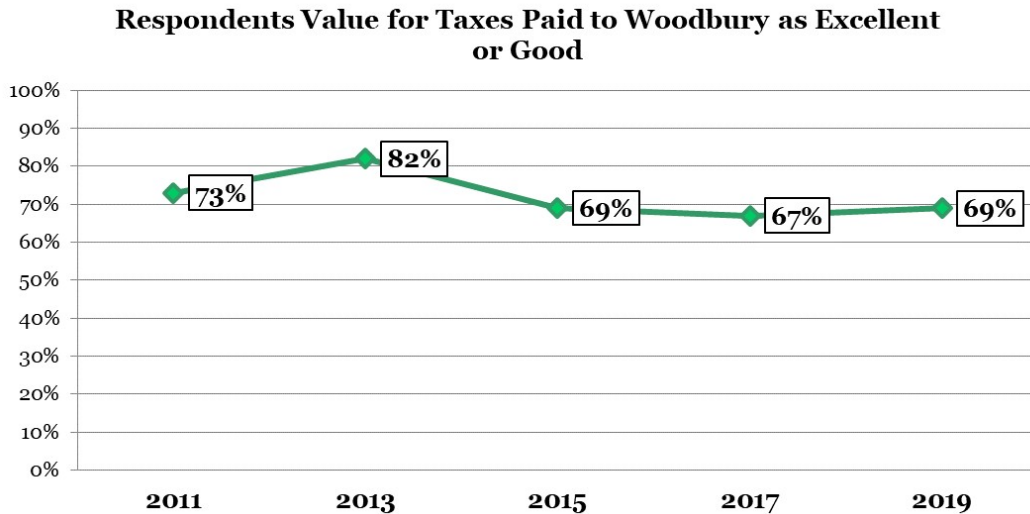
Respondents were asked about their impression on how knowledgeable, responsive and courteous the employee was as well as their overall impression.

For all four attributes, declines were reported from 2017 to 2019. Most notably, declines occurred for the courteousness and overall impression of the employee.

Respondents Rating of Employee Attributes Excellent or Good



Respondents to community surveys have been asked about the value they perceive for the taxes paid to Woodbury. City ratings have remained consistent for the last three community surveys, ranging from 67% to 69% favorability. While this survey question provides valuable feedback, it should be noted that perceptions on value for taxes paid can often be associated with a total tax bill paid (which includes other taxing entities), rather than just the portion paid to the City.



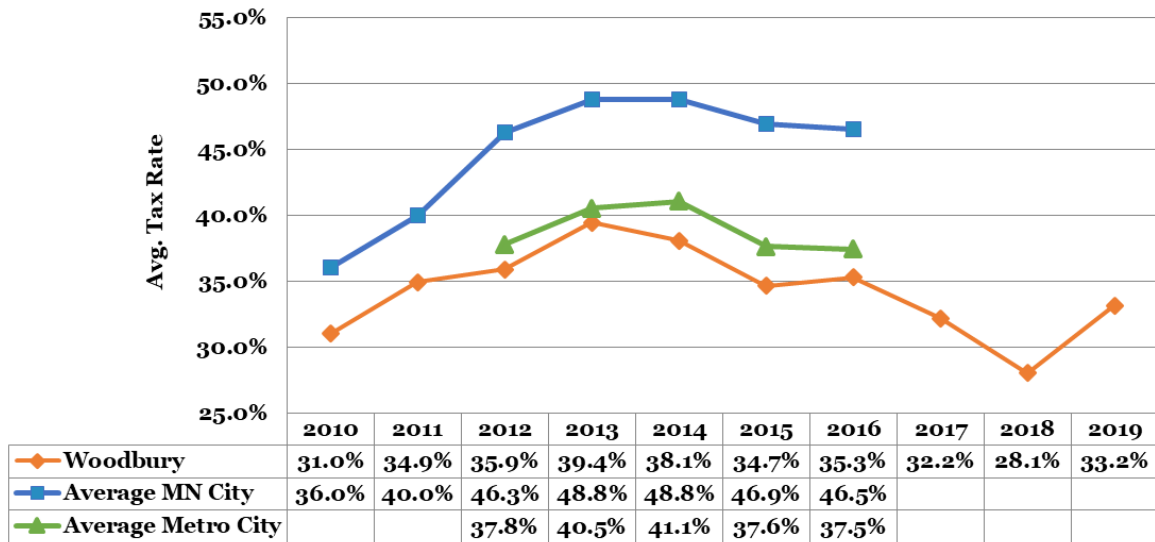
Property Tax

The next set of measures are focused on the property tax aspect of providing City services to the community. Each year the League of Minnesota Cities prepares an annual property tax report that contains levy and rate information for all cities in Minnesota as well as average rate information.

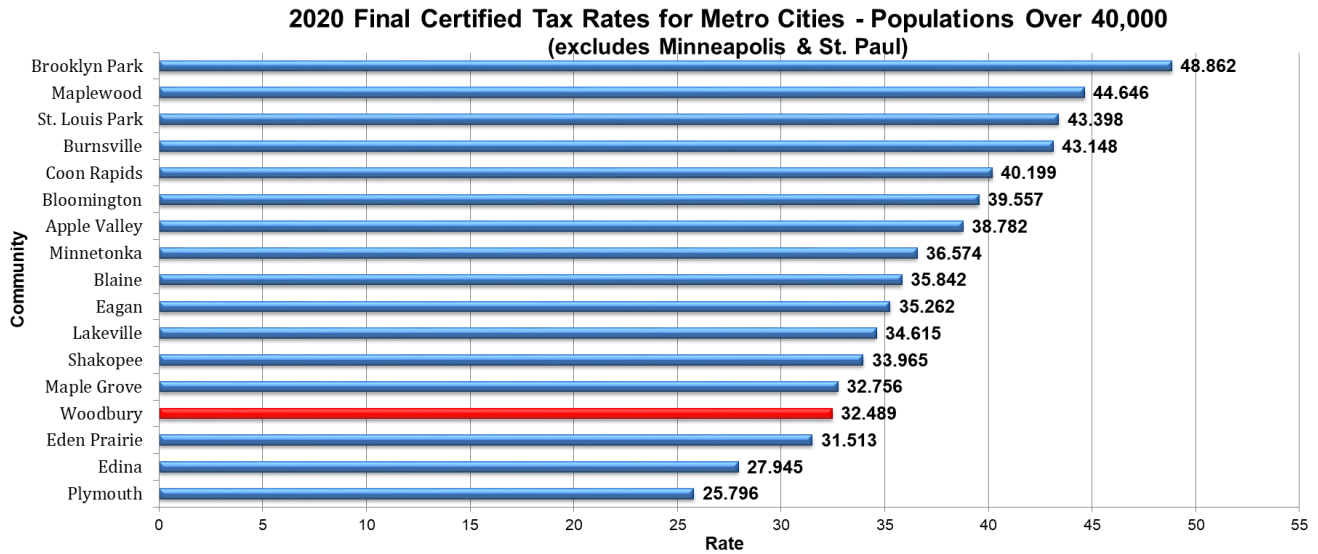
Unfortunately, there have been significant delays in reporting for 2017 through 2019 because the Department of Revenue (DOR) has been going through a significant transition to a new database system. While data is now available for the City of Woodbury, the comparable data report is not yet available.

As detailed in the following chart, the City of Woodbury has consistently had an average property tax rate lower than the average of all Minnesota cities and lower than the average for metro cities with a population between 50,000 and 99,999.

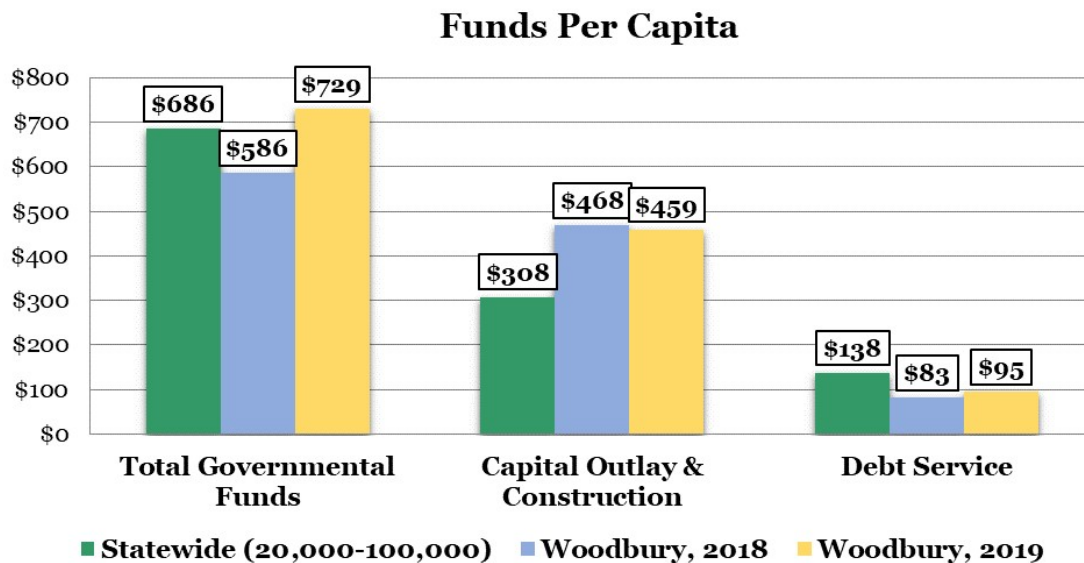
Average Tax Rate Comparisons



As part of the annual City Budget approval process, figures are gathered from other municipalities on tax rates. The following chart details such rates from 17 municipalities, including Woodbury. As shown, Woodbury is near the bottom of this list.



A final measure on the taxation aspect of City Services is from the Office of the State Auditor's Minnesota City Finances Report. Data from this source is lagging in the timeliness of reporting, therefore while figures are available for 2018 and 2019 for the City of Woodbury, only 2018 statewide information is available. For comparison purposes, figures are provided on a statewide basis from Cities with populations of 20,000 to 100,000.



As shown on a per capita basis, capital outlay and construction spending in Woodbury outpaces that found in the statewide comparison. However, debt service spending in Woodbury is lower than the statewide comparison and was reported at \$95 for 2019. Total governmental fund expenditures were lower than the statewide comparison in 2018 at \$586, but that figure increased notably to \$729 in 2019.

This page intentionally left blank.

Environmental Stewardship

Understanding that environmental health, economics and human well-being are interconnected and interdependent, Woodbury is committed to the responsible use and protection of all resources. To preserve our environment for future generations, the City will foster environmental stewardship through focused conservation, social responsibility and best management practices.



Key Performance Indicators

Sustainable Activities Prioritization	
Resident ranking of sustainable activities and services as the top priority for the City to focus on in the next two years	NA ¹
Water Quality and Conservation	
Grade of lake water quality	+/- ➡
Residential per capita served water usage (gallons per day)	+ ↻
GreenStep Cities Best Management Practices (BMP)	+ ↻
Recycling and Waste Reduction	
Number of tons recycled	+ ↻
Recycling pounds per household	+ ↻
Energy Conservation and Use of Alternative Energy Sources	
City BTUs used per square foot	+ ↻
Total electricity and natural gas consumed (1,000 BTU/sq. ft.)	+/- ➡
City fuel usage (unleaded and diesel)	+ ↻

¹ NA: Not Applicable. Indicators for which their changes or trends have not been established as either positive or negative or trend data over time is not available.

Sustainable Activities Prioritization

In the 2019 community survey, residents selected the top sustainable activities and services for the City from a list of 11 potential priorities. Improving drinking water quality was the top priority, with one-quarter of respondents selecting this activity. About 1 in 10 respondents felt that ensuring the City has an adequate water supply for the future (16%) and the City focusing on expanded mass transit options (11%) were top priorities for the City. Less than 10% of respondents selected any of the other potential sustainable activities and services as a priority for the City in the next two years.

Top Priority for Sustainability Activities Compared by Year

	2019	2017	2015
Improve drinking water quality	25%	NA	NA
Ensure the City has an adequate water supply for the future	16%	NA	NA
Expanded mass transit options	11%	13%	22%
Energy conservation	9%	18%	12%
Development policies that protect natural resources	8%	10%	11%
Encourage recycling and waste reduction	7%	6%	9%
Bike paths and sidewalks	6%	11%	15%
Quality of City lakes and wetlands	5%	7%	11%
Tree planting due to tree loss from Emerald Ash Borer	5%	NA	NA
Organized trash and recycling collection (single hauler system)	3%	6%	NA
Increased use of native plants instead of grass for landscaping	3%	2%	3%
Other	3%	2%	5%

Please note that over each survey iteration, some response options have been removed and others have been added. As such, any differences over time should be interpreted cautiously.

Water Quality and Conservation

Water quality can change significantly from year-to-year due to changes in weather conditions such as rainfall amount and distribution, temperature and number of sunny days. It is also affected by human activities such as soil erosion from construction, land use changes and lawn care practices.

The Metropolitan Council sponsored lake-monitoring program called the Citizen Assisted Monitoring Program (CAMP) evaluates some lakes found in the City for a variety of quality features. Lakes included in monitoring are: Colby, La, Markgrafs, Powers, and Wilmes. Lakes were given a lake grade which was calculated on the basis of three parameters: total phosphorus, chlorophyll-a (trichromatic), and Secchi depth (water clarity). Woodbury lakes, which are mostly shallow waters, are not necessarily expected to receive a high grade for water quality.

Colby Lake

The lake has a surface area of 71 acres and a maximum depth of 11 ft. The MPCA listed the lake as impaired with respect to aquatic recreational use (nutrient/eutrophication biological indicators) in 2006 and the MN DNR designated the lake as being infested with Eurasian water milfoil in 2012.

2018 Lake
Grade: **D**

La Lake

The lake has a surface area of approximately 35 acres and a maximum depth 11 feet. The MPCA listed the lake as impaired with respect to aquatic recreational use (nutrient/eutrophication biological indicators) in 2014.

2018 Lake
Grade: **B**

Markgrafs Lake

The lake has a surface area of approximately 46 acres and a maximum depth of 8 feet. The MPCA listed the lake as impaired with respect to aquatic recreational use (nutrient/eutrophication biological indicators) in 2006. The lake is used by the MDNR Fisheries as a rearing pond for walleyes.

2018 Lake
Grade: **D**

Powers Lake

The lake has a surface area of approximately 57 acres and a maximum depth of 41.0 feet. The MN DNR designated the lake as being infested with Eurasian water milfoil in 1998.

2018 Lake
Grade: **A**

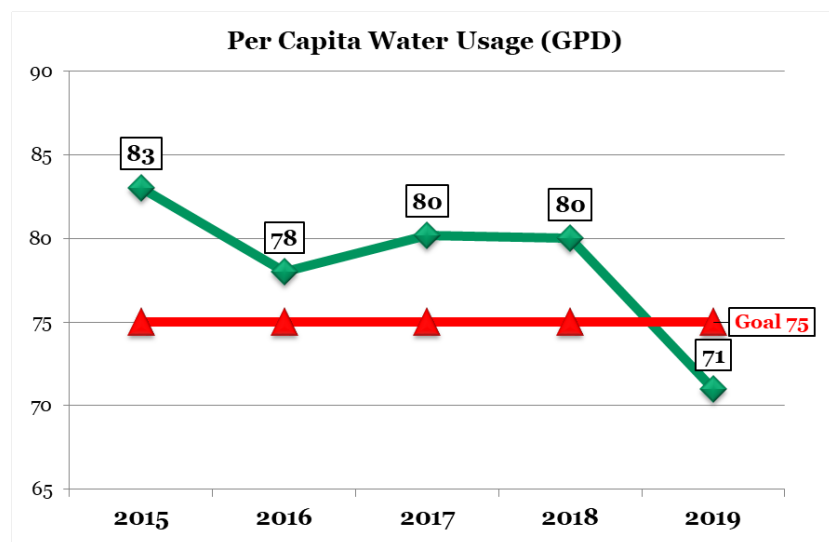
Wilmes Lake

The lake has a surface area of 41 acres and a maximum depth of 18 feet. The MPCA listed the lake as impaired with respect to aquatic recreational use (nutrient/eutrophication biological indicators) in 2006. The MN DNR designated the lake as being infested with Eurasian water milfoil in 2007.

2018 Lake
Grade: **C**

Per Capita Water Usage

Residential water use experienced a notable decline in 2019 to 71 gallons per/day/capita (gpd). For the five-year period, this is the first time the City has achieved the 75 gallons per/day goal (established DNR goal). It should be noted, variations in seasonal precipitation can substantially affect these figures.



Minnesota GreenStep Cities



Minnesota GreenStep Cities

The City of Woodbury has been a Minnesota GreenStep City since June, 2013. The GreenStep program includes 29 best practices and approximately 175 unique action items. Cities that implement a minimum number of best practices are recognized as Step Two and Step Three cities. Cities can claim credit for best practices already implemented. Adding best practices over time will garner additional recognition. Cities that take further efforts for performance reporting demonstrating improvements in select metrics can receive Step Four and Step Five recognition.

The City of Woodbury is currently a Step Five City, the highest recognition, as of May, 2019. As reported through GreenStep, the City has completed 86 action items.

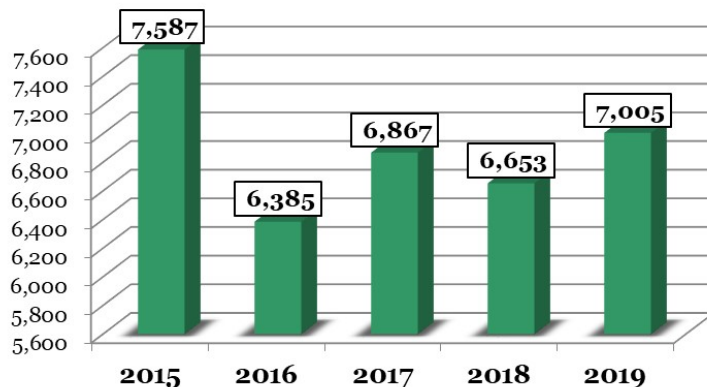
Recycling and Waste Reduction

The total tonnage recycled over the five-year period has fluctuated from a high of 7,587 tons in 2015 to a low of 6,385 tons in 2016. Tonnage recycled saw an increase in 2019 of approximately 5% from 2018.

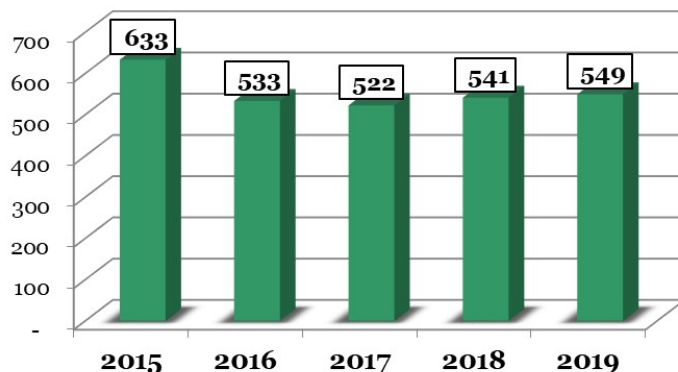
A more meaningful measure on recycling is the amount of total recycled pounds per household. Ideally, as this rate increases on a per household basis the total amount of solid waste going to a landfill or other location would be decreasing.

Similar to the last chart, 2015 appears to be an anomaly year with higher than average numbers. For 2019, an increase in the pounds per household was reported when compared to the previous year.

Tons Recycled

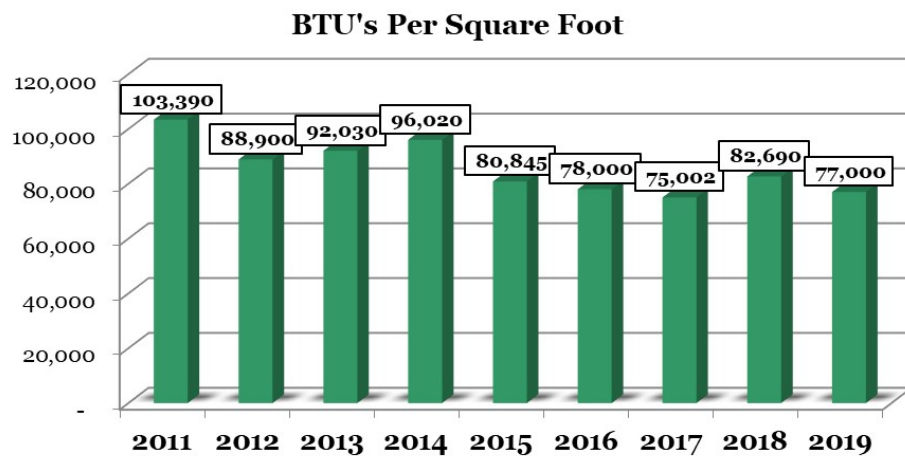


Recycled Pounds Per Household



Energy Conservation and Use of Alternative Energy Sources

The number of British Thermal Units (BTUs), a traditional unit of heat energy combining electrical and natural gas usage, used per square-foot by the City decreased from 2011. The figure remains well below the City's established goal (<100,000).



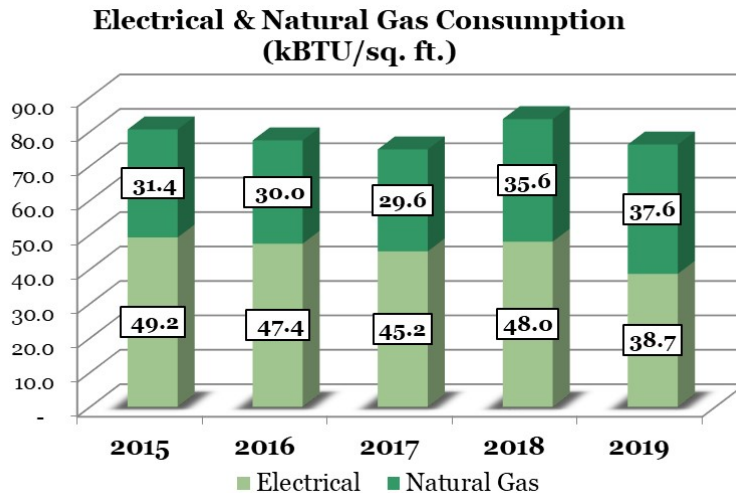
Spotlight – Community Solar Garden Subscriptions

Since January 2017, the City has received credits on its Xcel Energy bills based on electricity produced from community solar gardens (CSGs) located in Dakota, Chisago and Washington Counties. A CSG is a centralized solar photovoltaic system that produces electricity for subscribers. The program allows the City an opportunity to save on electricity bills, while supporting the development of renewable energy in Minnesota. Highlights include:

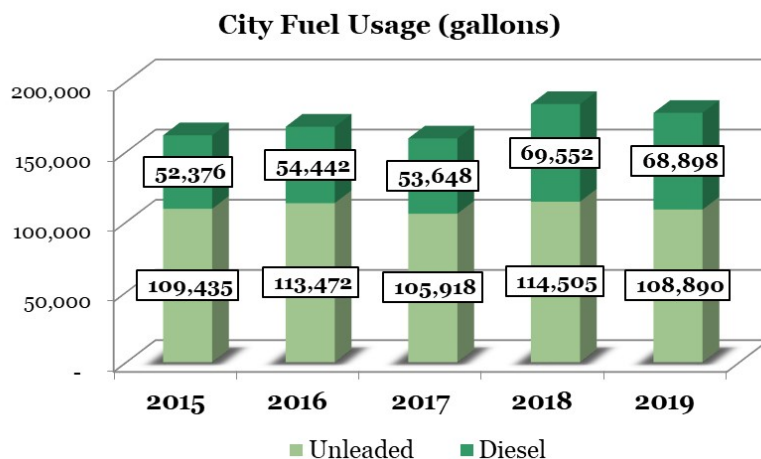
- Since January 2017, the City has saved \$182,544 from these subscriptions. In 2019, the City saved \$57,816 on its annual electric bills.
- The City has entered into a number of agreements with U.S. Solar and started receiving solar credits in December 2018, associated with 34 of the City's electric meters. In 2019, an additional 880,000 kWh of electricity came online.
- In 2019, the City partnered again with Midwest Renewable Energy Association (MREA) to host two Solar Power Hours at City Hall. The free sessions provide information to residents.
- As of 2019, there are 107 on-site solar installations on residential and commercial properties in Woodbury.

The City monitors its electric and natural gas consumption for 10 City buildings including: HSC, Central Park, City Hall, Eagle Valley Club House, Public Safety Building, Public Works and Parks buildings, and three fire station buildings.

Figures as shown in the following chart are in kBTU or 1,000 BTU per square foot of building space. Each BTU equals the amount of heat needed to raise one pound of water one degree Fahrenheit. For 2019, the City experienced its highest use of natural gas, but its lowest use of electrical. Note that weather conditions have a considerable impact on consumption.



Overall City fuel usage for both gasoline and diesel for 2019 saw decreases from the previous year with total reported gallons used at 177,788. Note that winter weather conditions (high snow accumulation) and a growing fleet are likely contributing factors.



Spotlight – Electric Vehicle Charging Stations

There are currently two locations in Woodbury with publicly available electric vehicle charging stations, located at the La Quinta Inn and Suites on Bielenberg Dr. and at Walmart on Hudson Rd. According to evstationslocal.com there are a total of 66 EV charging stations within a 10-mile radius of the center of Woodbury; 10 more than reported in the previous year.

In 2019, The City expanded the number of plug-in hybrid electric vehicles (PHEVs) from four to six vehicles. The PHEVs are located in utilities, building inspections, and the public safety department. The City's fleet also includes seven electric vehicles used for parks maintenance and four hybrid vehicles. In 2019, the City purchased the first hybrid pursuit-rated vehicle for public safety.